

A Formal Program for Indoctrination and Periodic Re-indoctrination
of Supervisory Personnel in their Responsibilities as
Supervisors--Particularly as Regards Personnel Security

25X9A1

1. If [REDACTED]

25X9A1

[REDACTED] had worked for CIA instead of NHA, would their supervisors have been able to recognize the signs indicating the danger and know what action to take? If there is any doubt, what kind of program will help our supervisors to recognize these and other problems and to take the right action at the right time?

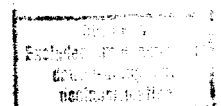
2. How does a supervisor establish and maintain the rapport with his subordinates that will keep him "alert to problems of employees, including personal problems which may be affecting the individual's work performance or conduct, and when indicated, render appropriate assistance or refer the employee to the appropriate Agency office for professional assistance" as suggested in [REDACTED] Is it advisable to have social contacts with subordinates in order to understand them and their problems better? If advisable, how does the supervisor cope with differences in age, race, and sex? Where certain employees require special attention because of their problems, how does the supervisor avoid the possibility that some of the others will interpret it as favoritism?

25X1A

3. How can a supervisor recognize when a situation is becoming a security problem, such as:

a. The employee who becomes disgruntled and bitter over Fitness Reports, demotion, lack of promotion, alleged discrimination, loss of responsibility, or other grievances.

DOC	9	REV DATE	16/03/87	BY	018995
ORIG COMP		DPI	32	TYPE	01
ORIG CLASS	Approved For Release	2001/07/31	CIA-RDP80-01826R000300120063-1		
JUST		NEXT REV		AUTH	HM 10-2



- b. Personality changes and/or irrational behavior.
- c. Sudden or great changes in spending habits or net worth.
- d. Drinking excessively off the job and on TDY.
- e. Gambling excessively.
- f. Extra-marital activities.
- g. Unusual displays of femininity in men, masculinity in women, or affection toward the same sex.
- h. Pressure from creditors or other signs of failure to honor valid debts and legal obligations.
- i. Association with aliens on non-Agency business.
- j. Sudden or extreme deterioration in morale and/or efficiency.

know:

- a. When to discuss the problem with the employee.
- b. When to refer it to the supervisor's immediate superior, personnel officer, security and/or administrative officer, or the Medical Staff.
- c. What to do about anonymous accusations or veiled insinuations.
- d. How to determine facts or obtain additional information without arousing suspicions or destroying good working relations with the employee or the group.

ILLEGIB